State of Washington
Board of Industrial Insurance Appeals

Human Resource Management Report

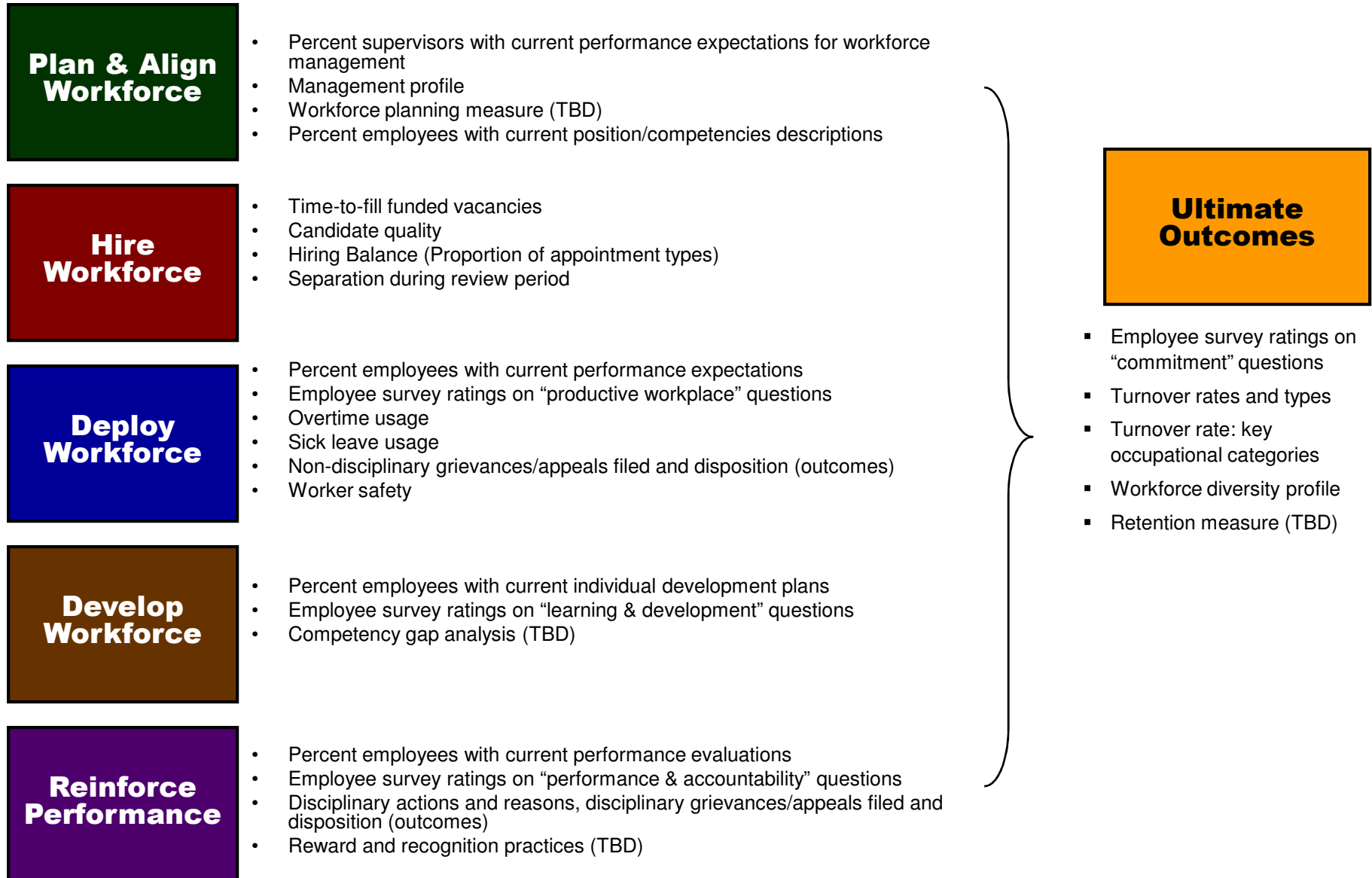**October 2008**

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce
- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce
- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce
- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce
- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance
- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Agency Priority: Low

Percent supervisors/managers with current performance expectations _for workforce management_ **= 100%***

*Based on 25 of 25 reported number of supervisors

Analysis:
- We are continuing to review the performance expectations for our leadership positions. We coordinated our leadership PDPs to occur at the same time each year in order to improve consistency in expectations and evaluations. Through our WSQA assessment, we identified a need to create an expectation relating to succession planning for leadership positions.

Action Steps:
- An expectation for succession planning will be added to the PDP plans for leadership positions during the next PDP cycle (April 2009).

Current Position/Competency Descriptions

Agency Priority: Low

Percent employees with current position/competency descriptions = 100%*

*Based on 150 of 153 reported employee count (excludes three-member Board

Applies to employees in permanent positions, both WMS and GS

Analysis:
- We maintained our 100% PDF completion. Supervisors are notified through the PDP reporting process when a new PDF is needed.

Action Steps:
- PDFs will be reviewed during the evaluation period, as job duties change, and as positions become vacant (prior to recruitment).

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Agency Priority: Low

WMS Employees Headcount = 8	**Percent of agency workforce that is WMS = 5.2%**
Managers* Headcount = 18	**Percent of agency workforce that is Managers* = 11.7%**

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend
Data Time Period: 7/2007 through 6/2008

WMS Employees (Headcount)

Month	Headcount
Jul-07	8
Aug-07	8
Sep-07	7
Oct-07	8
Nov-07	8
Dec-07	8
Jan-08	7
Feb-08	8
Mar-08	8
Apr-08	8
May-08	8
Jun-08	8

WMS Management Type

Management   7
Other   1*

*temporary appointment

Management 87%

Other 13%
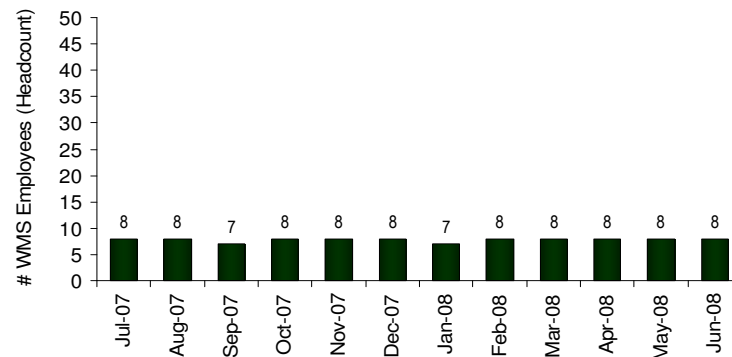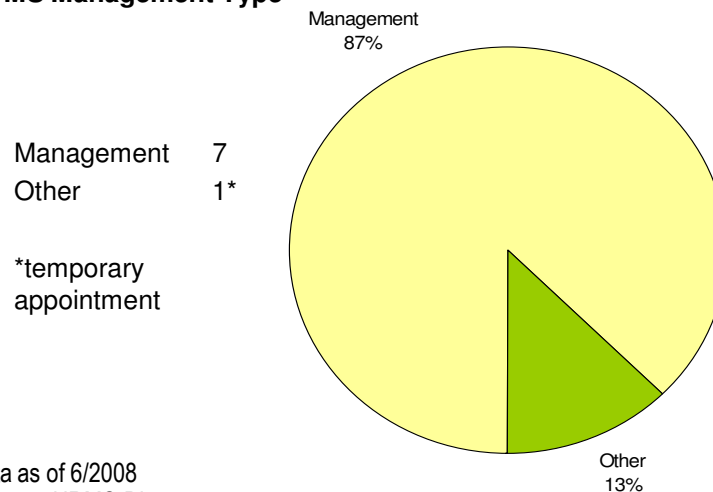
Data as of 6/2008
Source: HRMS-BI

Analysis:

- No new management positions have been created.

- We have had situations that temporarily added a WMS employee during this time period. We double-filled our Financial Manager position to allow for knowledge transfer between the retiring incumbent and the new employee. We appointed a former employee into a WMS IT position to assist with coordinating new PC deployment. This non-permanent appointment is continuing as the employee is currently assisting the agency with the development of our new Internet site.

Action Steps:

- We will continue to monitor our use of management positions.

- Management positions are reviewed as they become vacant (prior to recruitment), during the incumbent's Performance and Development Plan (PDP) process, or as changes are made to the job duties. For EMS and WMS positions, this includes a review of the impact of changes on the nature of management, decision-making environment, or scope of management accountability and control, which may affect JVAC point value or management profile.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies- Agency Priority: Medium

Average Number of Days to fill*:	44
Number of vacancies filled:	17

*Equals # of days from creation of the requisition to job offer acceptance.

Candidate Quality – Agency Priority: Low

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job? **Number = 86   Percent   84%**

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes": **Number = 17 Percentage =100%**

Types of Appointments - Agency Priority:

Transfers 47%
Promotions 29%
New Hire 24%
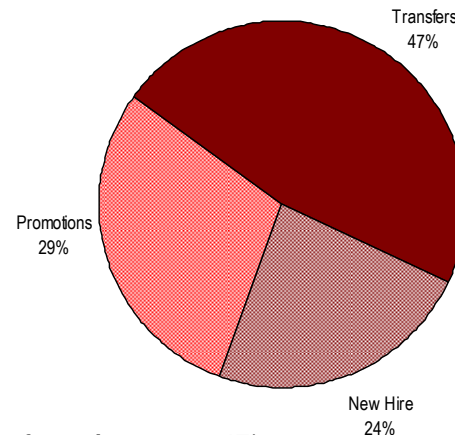
Total number of appointments = 17*
Includes appointments to permanent vacant positions only; excludes reassignments
"Promotions"=promotional appointments within agency; "Transfers"= transfer and promotional appointments from other agencies; "New Hire" = new appointments to state service

Time Period: July 2007-June 2008
Source: BIIA

Analysis:

- Supervisor feedback about "what worked best in the hiring process" included using targeted recruitment, describing the job duties and requirements completely to identify candidates best qualified for the job, including employees on the interview panel who would be working closely with the position, effective interview questions created by panel members, and ability to promote those internal candidates who are identified as best suited for the job.

- Opportunities for improvement included making a more user-friendly on-line profile and application process - particularly for judicial positions, and more assistance from DOP to define the specs for external search (for IT candidates).

Action Steps:

- HR shared feedback on e-Recruiting to DOP. "What worked best" feedback will be shared with supervisors.

Separation During Review Period

Agency Priority: Low

There were no separations during review periods

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)
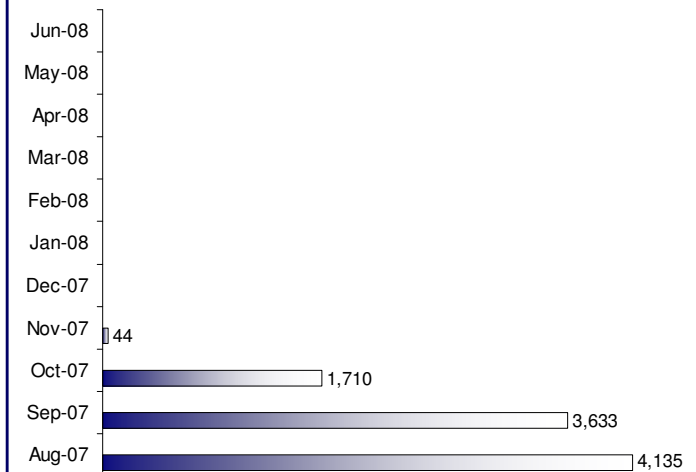
Worker safety

Current Performance Expectations

Agency Priority: Low

Percent employees with current performance expectations = 100%*

*Based on 150 of 153 reported employee count (excludes three-member Board)
Applies to employees in permanent positions, both WMS & GS

Employee Survey "Productive Workplace" Ratings

Agency Priority: Low

Avg

Q4. I know what is expected of me at work.

%	2%	22%	72%	0%

4.6

Q1. I have the opportunity to give input on decisions affecting my work.

4%	7%	16%	29%	43%	0%
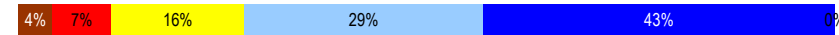
4.0

Q2. I receive the information I need to do my job effectively.

%	6%	10%	41%	43%	0%
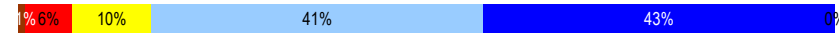
4.2

Q6. I have the tools and resources I need to do my job effectively.

2%	3%	4%	37%	54%	%

4.4

Q7. My supervisor treats me with dignity and respect.

2%	3%	5%	22%	67%	0%

4.5

Q13. My agency consistently demonstrates support for a diverse workforce.

%	7%	8%	35%	48%	%

4.2

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

7%	4%	12%	31%	45%	%
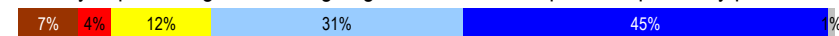
4.0

Q9. I receive recognition for a job well done.
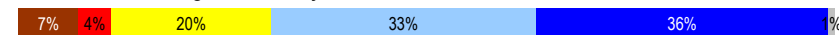
7%	4%	20%	33%	36%	%

3.9

■ Never/Almost Never ■ Seldom ■ Occasionally
■ Usually ■ Always/Almost Always ■ No Response

Overall average score for "Productive Workplace" ratings:	4.2

Analysis:

- We maintained our 100% current PDPs.
- PDPs are reviewed by HR – opportunities for improvement are identified and communicated to supervisors.
- PDP refresher training was delivered to supervisors and managers in May 2008.
- BIIA survey scores remained above state average.

Action Steps:

- Maintain 100% current PDPs.
- Recognition is an area identified for review and discussion.

Data as of August 2008
Source: BIIA and 2007 Climate Survey

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Low

Average Overtime (per capita) *

— ■ — Avg OT Hrs - Agency   --- ◆ --- Avg OT Hrs - Statewide
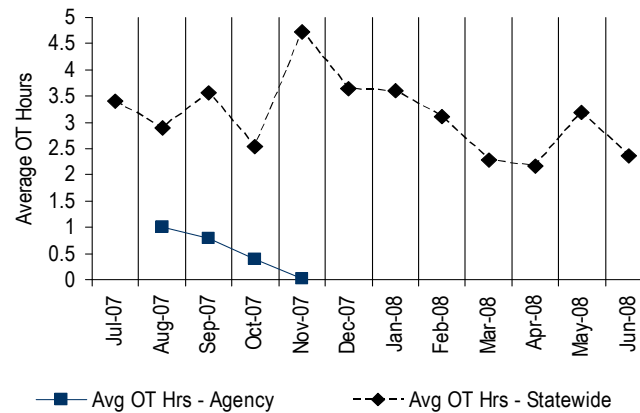
Overall agency avg overtime usage – per capita, per month: .18

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency

Month	Value
Nov-07	44
Oct-07	1,710
Sep-07	3,633
Aug-07	4,135

% Employees Receiving Overtime *

— ■ — Pct EE's w/OT - Agency   --- ◆ --- Pct EE's w/OT - Statewide
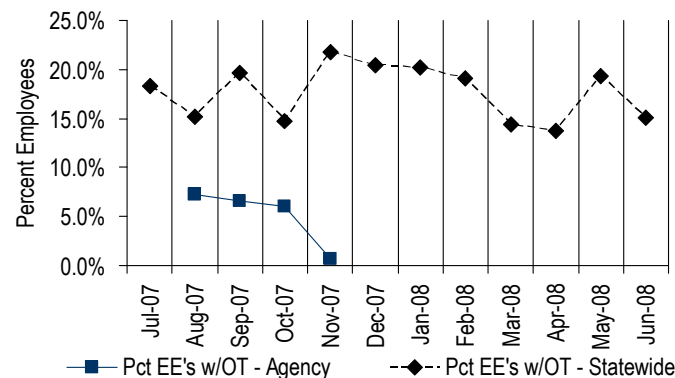
Overall agency avg employees receiving overtime per month: 1.71%

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

- Overtime is used infrequently. From August to November 2007 overtime was required in our New Appeals Unit to manage a backlog of appeals resulting from initial problems associated with the Department of Labor and Industries' then new ORION electronic database system. Those problems have been resolved.

Action Steps:

- We continue to monitor our use of overtime to ensure effective use.

Data Time Period: July 2007-June2008
Source: HRMS-BIIA

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

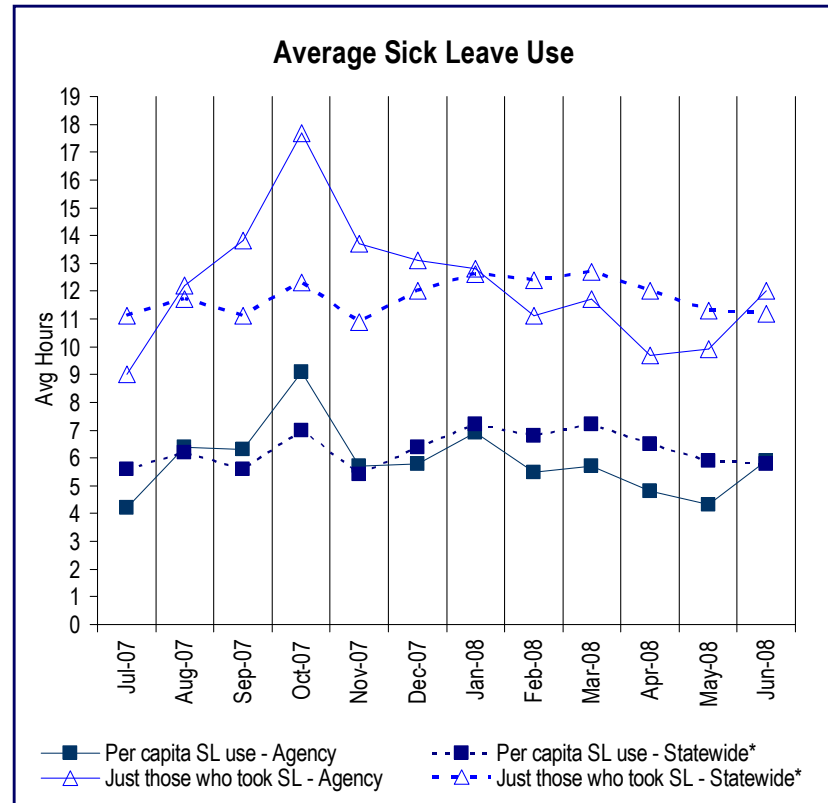Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

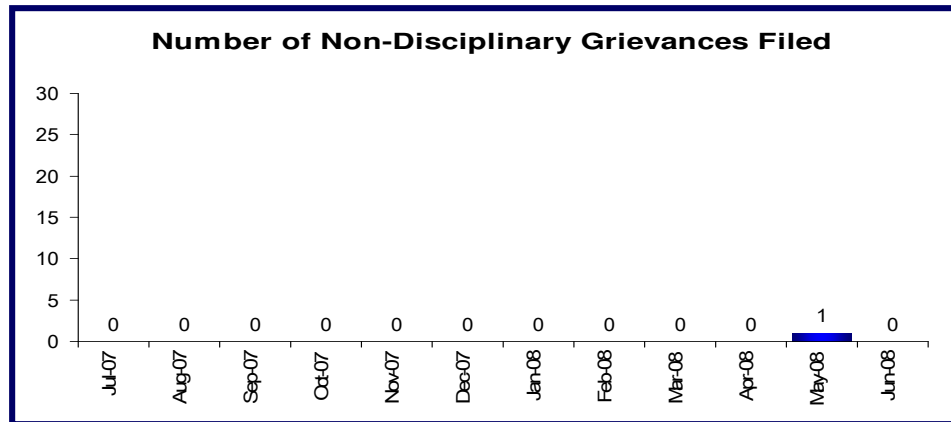Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low

Average Sick Leave Use

Analysis:

- Agency sick leave usage is generally lower than state average. In September-November 2007, several employees used a large amount of sick leave as part of extended absences. In June 2008 several employees were absent for more than one day for personal illness or to care for children/family members.

Action Steps:

- We continue to monitor leave, identify problems and take action as needed. Corrective/disciplinary action is taken against employees who abuse leave.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
5.9 Hrs	**74.2**%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
12.2 Hrs	**152.8**%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/2007 through 6/2008
Source: HRMS-BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees) Agency Priority: Low

Non-Disciplinary Appeals (mostly non-represented employees) Agency Priority: Low

Number of Non-Disciplinary Grievances Filed

Month	Value
Jul-07	0
Aug-07	0
Sep-07	0
Oct-07	0
Nov-07	0
Dec-07	0
Jan-08	0
Feb-08	0
Mar-08	0
Apr-08	0
May-08	1
Jun-08	0

Total Non-Disciplinary Grievances = 1

Type of Grievance and Grievance Disposition

- Grievance involved an non-permanent appointment that continued beyond 12 months. The grievance was settled prior to arbitration.

There were no non-disciplinary appeals during this time period.

Action Steps:

- We continue to focus resolving issues at the lowest level and at the earliest opportunities. We encourage and support ongoing communication between supervisors and employees, and utilize higher management and/or HR to help facilitate when needed.

- We continue to train supervisors and managers on contract provisions and other rules, policies and procedures so they can implement these correctly to avoid misunderstandings that may lead to grievances.

Time Period: July 2007-June 2008
Source: BIIA-HRMS

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Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

 Agency claims are generally lower than state average.

Analysis in 2007 identified majority of claims as involving repetitive motion and overuse. An "Office Ergonomics" in-house training session was held in November 2007 and an ergonomics information section was created for the agency intranet to educate employees about avoiding injury/discomfort.

Claims types since 2007 have included employee fall, bending/lifting, broken tooth, and shoulder/wrist.
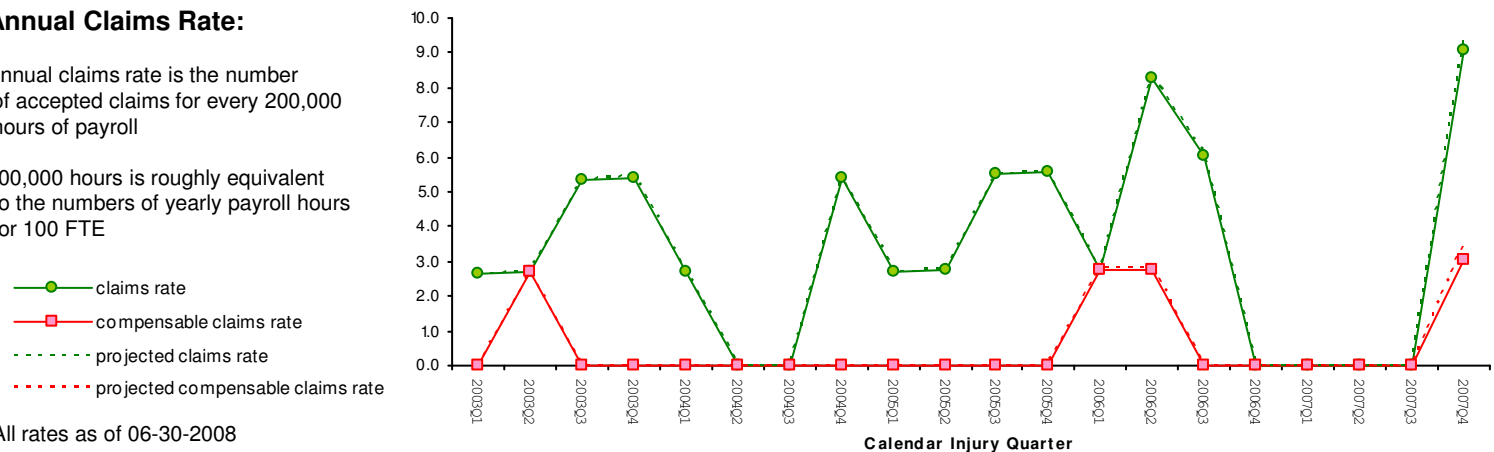
Action Plan:

 Accidents are investigated per WAC 296-800-32020. Investigations are evaluated at safety meetings to determine if the cause(s) of the unsafe situation was identified and corrected.
.

The agency Safety Committee will continue to remind employees about safe practices and injury avoidance through e-mails, newsletters and training.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

— ●— claims rate
— ■— compensable claims rate
····· projected claims rate
····· projected compensable claims rate

All rates as of 06-30-2008

Calendar Injury Quarter

Accepted Claims by _Occupational Injury and Illness Classification System_ (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')
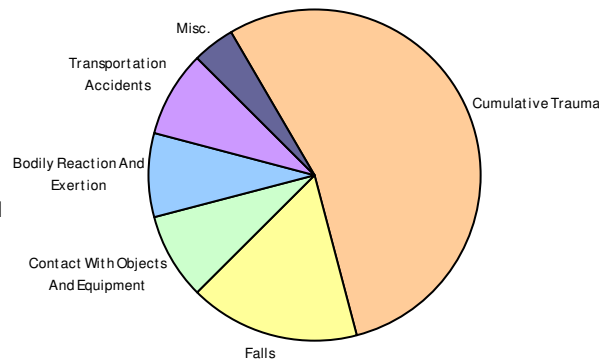
Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	12
9	Other Events Or Exposures	1

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

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Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Low

Percent employees with current individual development plans = 100%*
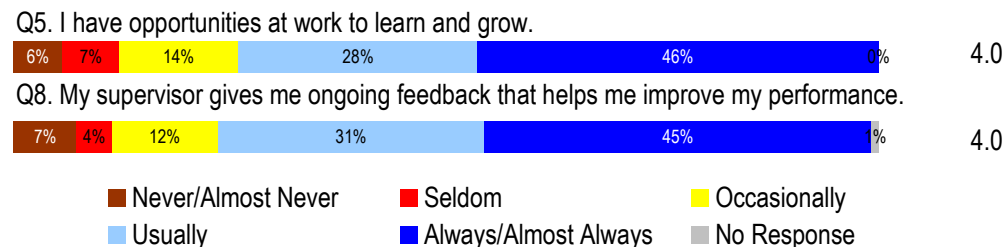
*Based on 150 of 153 reported employee count
(excludes three-member Board)

Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Agency Priority: Low

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 6% | 7% | 14% | 28% | 46% | 0% | 4.0 |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 7% | 4% | 12% | 31% | 45% | % | 4.0 |

■ Never/Almost Never ■ Seldom ■ Occasionally
■ Usually ■ Always/Almost Always ■ No Response

Overall average score for "Learning & Development" ratings: 4.0

Analysis:

- IDPs are created as part of the PDP process.

- Maintained 100% PDPs.

- Agency survey scores remained above state average.

- We provide many development opportunities, using varied sources to meet unique needs of employees:

✓ Classroom (DOP, other vendors)

✓ Tuition reimbursement

✓ In-house training using agency employees as trainers to share knowledge and best practices

✓ Committee-provided (safety, wellness)

✓ Continuing Legal Education seminars provided to agency employees and other members of the workers' compensation community

Action Steps:

- Maintain 100% PDPs

Data as of October 2007
Source: BIIA/2006 Climate Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 100%*

*Based on 150 of 153 reported employee count (excludes three-member Board)

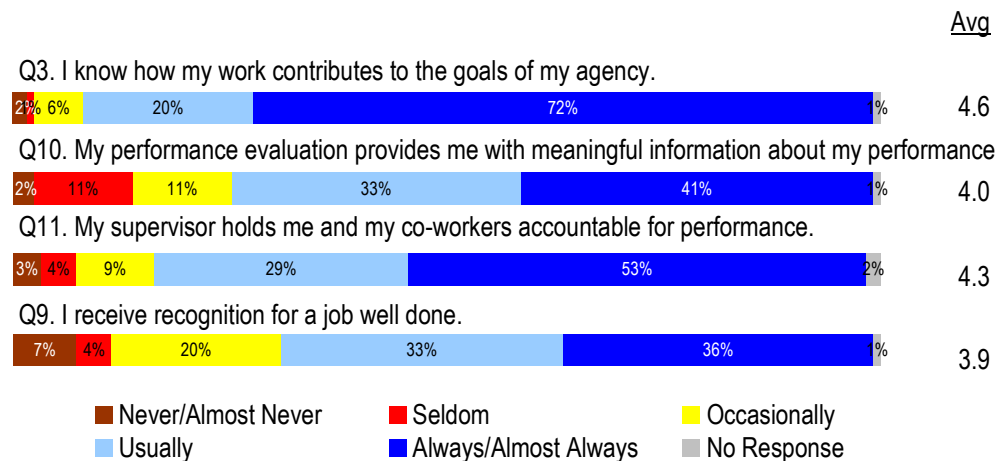Applies to employees in permanent positions, both WMS & GS

Analysis:

- Maintained 100% current PDPs.
- PDPs are reviewed by HR – opportunities for improvement are identified and communicated to supervisors.
- PDP refresher training was delivered to supervisors and managers in May 2008.

Action Steps:

- Maintain 100% current PDPs

Employee Survey "Performance & Accountability" Ratings

Agency Priority: Low

Avg

Q3. I know how my work contributes to the goals of my agency.
2% 6% 20% 72% 1% — 4.6

Q10. My performance evaluation provides me with meaningful information about my performance
2% 11% 11% 33% 41% 1% — 4.0

Q11. My supervisor holds me and my co-workers accountable for performance.
3% 4% 9% 29% 53% 2% — 4.3

Q9. I receive recognition for a job well done.
7% 4% 20% 33% 36% 1% — 3.9

■ Never/Almost Never ■ Seldom ■ Occasionally
■ Usually ■ Always/Almost Always ■ No Response

Overall average score for "Performance & Accountability" ratings: 4.2

Analysis:

- BIIA survey scores remain higher than state average.

Action Steps:

- Recognition is an area identified for review and discussion.

Data as of October 2008
Source: BIIA and 2007 Climate Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken Time period = July 2007 through June 2008	
Dismissals	-0-
Demotions	-0-
Suspensions	-0-
Reduction in Pay*	-0-
Total Disciplinary Actions*	**-0-**

* Reduction in Pay is not currently available in HRMS/BW

Disciplinary Grievances and Appeals

Agency Priority: Low

Disciplinary Grievances (Represented Employees)

There was one disciplinary grievance filed during this period for an oral reprimand – it was withdrawn.

Disciplinary Appeals (Non-Represented Employees)

There were no disciplinary appeals filed during this period.

Analysis:

- As with grievances, our focus is to resolve issues and performance problems at the lowest level and earliest opportunities. Managers and supervisors have received training on performance management fundamentals, the Performance and Development Plan process, just cause discipline standard, workplace harassment prevention, basic investigations and ethics. By supporting and increasing the skills and knowledge of our leaders, they are better equipped to manage employee performance.

Action Steps:

- We will continue the development of our supervisors, both in management/supervisory areas to maintain skills, and also to respond to needs we identify by analyzing disciplinary or corrective actions.

Data Time Period: July 2007 through June 2008
Source: BIIA

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ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Low

Total % Turnover (leaving state)

Total Turnover Actions: 7
Total % Turnover: 4.6%
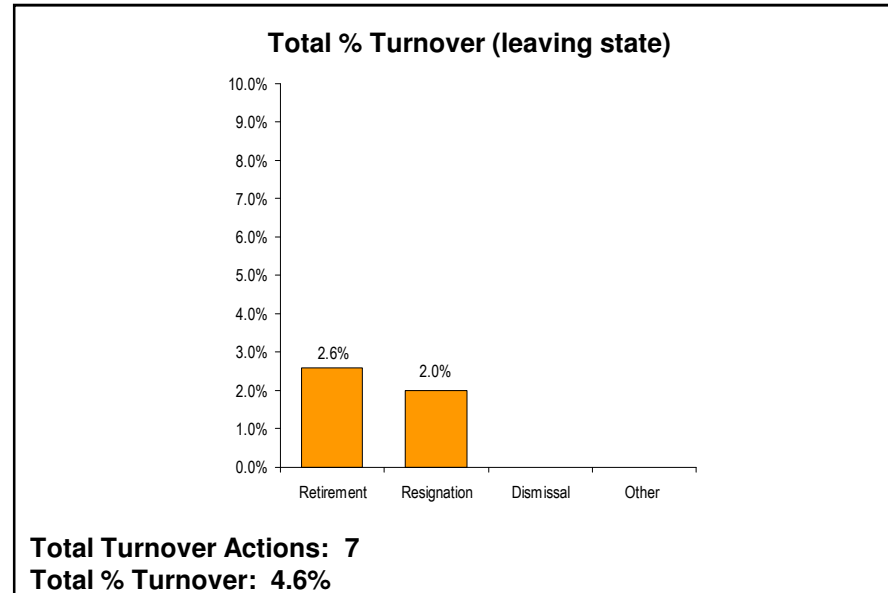
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- The BIIA typically has low turnover. The most common reason cited by the employees leaving state service was retirement, followed by promotional opportunities.

Action Steps:

- Continue to analyze exit interview data and develop strategies for retention as needed.

- An expectation for succession planning will be added to the PDP Plans for leadership positions beginning April 2009.

Employee Survey "Employee Commitment" Ratings

Agency Priority: [High/Medium/Low]

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 6% | 20% | 72% | 1% | 4.6 |

Q12. I know how my agency measures its success.

| 2% 3% | 8% | 33% | 54% | 0% | 4.3 |

Q9. I receive recognition for a job well done.

| 7% | 4% | 20% | 33% | 36% | % | 3.9 |

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Employee Commitment" ratings: **4.3**

Analysis:

- BIIA survey scores remain higher than the state average.

Action Steps:

- Recognition is an area identified for review and discussion.

Data Time Period: 7/2007 through 6/2008
Source: HRMS-BI – 2007 Climate Survey

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Board of Industrial Insurance Appeals

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
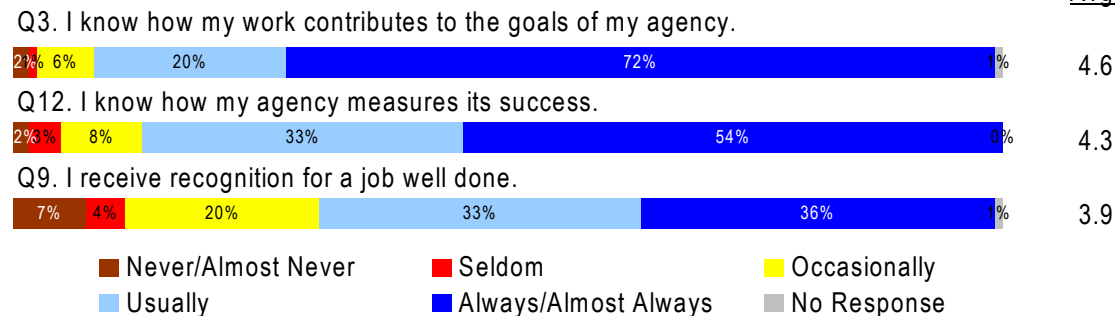
Turnover rates and types
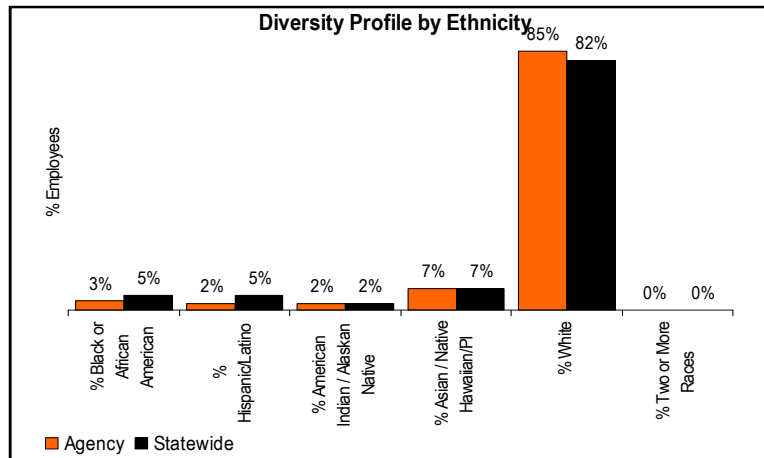
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: [High/Medium/Low]

	Agency	State
Female	60%	53%
Persons w/Disabilities	7%	4%
Vietnam Era Veterans	5%	6%
Veterans w/Disabilities	1%	2%
People of color	15%	18%
Persons over 40	85%	75%

Analysis:

- During this period we increased the diversity in the persons with disabilities group.

- Agency survey scores were higher than state average.

Action Steps:

- We will continue to utilize targeted recruitment and make other affirmative efforts to recruit a diverse workforce.

Diversity Profile by Ethnicity

	Agency	Statewide
% Black or African American	3%	5%
% Hispanic/Latino	2%	5%
% American Indian / Alaskan Native	2%	2%
% Asian / Native Hawaiian/PI	7%	7%
% White	85%	82%
% Two or More Races	0%	0%

Percent Age Distribution

All Employees (including WMS) ■ WMS Employees Only

Age	All Employees	WMS Employees Only
% < 15	0	
% 15-19	1	
% 20-24	1	
% 25-29	5	
% 30-34	1	
% 35-39	7	
% 40-44	8	25
% 45-49	15	25
% 50-54	21	25
% 55-59	24	13
% 60-64	13	13
% 65 +	3	

Employee Survey "Support for a Diverse Workforce" Ratings

Employee Survey "Diversity" rating

Avg

Q13. My agency consistently demonstrates support for a diverse workforce.

1%	7%	8%	35%	48%	1%

4.2

■ Never/Almost Never　■ Seldom　■ Occasionally
■ Usually　■ Always/Almost Always　■ No Response

Average rating for "Agency support for a diverse workforce":	**4.2**

Data as of 06/2008
Source: HRMS-BI/2007 Climate Survey